



**IB 380 MANAGING “MADE IN ITALY” COMPANIES:
FROM ARTISANAL TO LUXURY INDUSTRIES**
IES Abroad Milan

DESCRIPTION:

The course provides an overview of the luxury, fashion and design environment and an in-depth understanding of the strategic, organizational and managerial characteristics related to the main “Made in Italy” industries. “Made in Italy” in fashion and luxury industries is synonymous with artisanal, suggesting special manufacturing techniques and long-standing traditions and regional specificities. Especially in the sector of luxury and design, “Made in Italy” contributes to the added value of a product or service. However, nowadays, “Made in Italy” businesses require a range of managerial skills to enable business development, as well as a deep understanding of the specificities of the manufacturing and product development processes that give that label its power.

This course introduces students to the business management processes of “Made in Italy”, a form of branding that needs to be understood within its context. It aims to provide students with the knowledge and skills to understand what is behind the scenes of “Made in Italy” business through familiarization with their main product categories and industries. It also intends to enable students to develop the skills necessary to manage the key business processes that contribute to the “Made in Italy” added value.

CREDITS: 3

CONTACT HOURS: 44

INSTRUCTOR: Dajana Grubisic, dajana.grubisic777@gmail.com

LANGUAGE OF INSTRUCTION: English

PREREQUISITES: One basic course in business strategy or marketing is recommended.

ADDITIONAL COST: 100€

METHOD OF PRESENTATION:

the course uses three different learning methodologies: in-class lectures, to introduce the main concepts and features of the “Made in Italy” industries; guest lectures, which offer “insider” views of particular industries or processes from practitioners; and field studies, which allow students to gain hands-on experience with the particularities of the “Made in Italy” industries.

REQUIRED WORK AND FORM OF ASSESSMENT:

- Class engagement – 10%
- Midterm exam - 20%
- Group project – 30 %
- Final exam – 40%

Participation

Students are expected to come to class prepared and to make thoughtful contributions to class discussion.

Midterm

The midterm will consist of short answer questions and multiple choices based on the learning outcomes of the first half of the course – i.e., country of origin effect; the history of Italian fashion and design; materials product cycles; and the role of territory in manufacturing processes and quality.



Group Project (3-4 people per group)

Based on the specificities of the "Made in Italy" system, students have to carry out a design brief project, starting from a case problem given by the professor, through all the stages of a structured design brief. In this assignment, students will be asked to work through a detailed analysis of a Made in Italy business composed and to produce two documents that will be presented and handed in at the end of the semester. The first will be a **brand statement** that analyzes the company's brand identity (including the main components of the product, retail, and communication identities). The second will be the **design brief** itself, which lays out a detailed response to the case problem by applying a particular managerial /strategic approach to a Made in Italy company.

Final Exam

The final exam will consist of two essay questions related to topics covered in the second part of the syllabus – i.e., the meaning of Made in Italy; the territories specifics; the meaning of design; the key players for Made in Italy and one question based on case history presented by guest speakers. Students will be required to be brief and to the point: one page maximum for each question.

Assignments

Students will be asked to write a summary and analysis, or field report, regarding one of the course-related excursions that contextualizes the experience in relation to the themes of the class.

LEARNING OUTCOMES:

Upon completing the course, students will be able to:

- Employ concepts pertaining to design processes, luxury and fashion, fashion cycles, and management of the product development processes;
- Identify the main sectors and territories making use of the "Made in Italy" label;
- Outline the materials product cycles;
- Evaluate the relevance and aesthetic value of various materials, manufacturing processes, traditions, and regional specialties;
- Predict critical managerial issues related to the symbolic "Made in Italy" industries;
- Apply the key success factors of "Made in Italy" companies to other situations;
- Address the role of "Made in Italy" within the context of an international business perspective;
- Transform the particular features of "Made in Italy" into a successful business model in the luxury, fashion and/or lifestyle field.

ATTENDANCE POLICY:

As a member of our class community, you are expected to be present and on time every day. Attending class has an impact on your learning and academic success. For the reason, the IES Abroad Milan attendance policy allows for the following number of absences, which are intended to be used for physical and mental health reasons:

- THREE (3) absences in each Italian language course,
- TWO (2) absences in each Area Studies course,
- ONE (1) absence in each seminar course or course meeting 1 day a week,
- ZERO (0) absences in each course of individual music instruction.

Every absence beyond this allowance will automatically result in a penalty of 2 percentage points off the final grade. SEVEN (7) absences will result in a failing grade in Italian language and Area Studies courses. FOUR (4) absences will result in a failing grade in seminar or 1-day-a-week courses. Failure to attend a scheduled exam, test, quiz, or presentation will automatically result in an F grade on that assessment.

Students are expected to abide by the IES Abroad Code of Academic Integrity. All work submitted by a student for academic credit should constitute the student's own original work. Any work submitted for academic credit may be subject to review by a textual similarity detection service for the detection of plagiarism and AI usage.

CONTENT:

Week	Content	Assignments
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Week 1 <i>Session 1</i> <i>February</i> <i>11th</i>	Course introduction: Define the “Made in” Label and its importance. <u>Objectives:</u> understand why Made in Italy has become a label for the Italian industry. <i>Instructor: Dajana Grubisic</i>	- Pasquinelli, C. <i>The Luxury Industry and “Made in Italy”: New Perspectives and Challenges.</i> - De Luca, P., Pegan, G., Vianelli, D. <i>International Marketing Strategy: The Country of Origin Effect on Decision-Making in Practice.</i>
Week 1 <i>Session 2</i> <i>February</i> <i>13th</i>	Course-related trip: Benheart <u>Objectives:</u> case study on Italian manufacturing excellence. <i>Instructor: Dajana Grubisic</i>	https://www.benheart.it/
Week 2 <i>Session 1</i> <i>February</i> <i>18th</i>	Italian Jewellery: mastering excellence <u>Objectives:</u> understand the importance of ‘Made in Italy’ applied to jewellery. <i>Instructor: Donatella Zappieri</i>	Cappellieri, A. <i>Il gioiello oggi / Jewelry Now: arte, moda, design / Art, Fashion, Design</i>
Week 3 <i>Session 1</i> <i>February</i> <i>25th</i>	Italian fabrics, manufacturing territories, expertise and quality <u>Objectives:</u> get to know the most important Italian manufacturing districts. <i>Instructor: Dajana Grubisic</i>	Pozzo, B. <i>“Bello e Ben Fatto”—The Protection of Fashion “Made in Italy”</i>
Week 3 <i>Session 2</i> <i>February</i> <i>27th</i>	Course-related trip: Fondazione Gianfranco Ferre <u>Objectives:</u> visit to one of the most important local archives to gain familiarity with the work, design	https://www.centroricerca gianfrancoferre.it/home/FGFhome.php?lang=en

	strategy and brand identity of Gianfranco Ferre. <i>Instructor: Dajana Grubisic</i>	
Week 4 Session 1 March 4th	Design & Innovation <u>Objectives:</u> understand the design process and the concept and typologies of design-driven innovations. <i>Instructor: Nicola Guerini</i>	
Week 4 Session 2 March 6th	Italian Design. The case of the furniture and design industry <u>Objectives:</u> understand the history of the Italian Design System from a corporate point of view, and its main business models. Group project launch: distribution of case problems and first group workshop <u>Group project objectives:</u> identify the components of a design brief. <i>Instructor: Nicola Guerini</i>	
Week 5 Session 1 March 11th	The eyewear industry. From function to fashion vertical integration. <u>Objectives:</u> identify the core processes and business models of the eyewear industry. <i>instructor: Nicola Guerini</i>	
Week 5 Session 2 March 13th	Midterm exam preparation	

	<u>Objectives:</u> Familiarize with the content of the midterm exam. <i>Instructor: Dajana Grubisic</i>	
Week 6 Session 1 March 20th	MIDTERM EXAM <i>Instructor: Dajana Grubisic</i>	
Week 7 Session 1 March 25th	Luxury Car Design <u>Objectives:</u> analyze all relevant areas and success factors of the luxury car industry. <i>Guest lecturer: Lorenzo Morganti</i>	
Week 7 Session 2 March 27th	The Italian Footwear Industry <u>Objectives:</u> identify the core processes and business models of the footwear industry. <i>Guest lecturer: Elisabetta Marafioti</i>	
Week 7 Session 3 March 28th (FRIDAY ON, *valid as 2 class sessions, and counts as 2 absences	ALL-DAY course-related trip <u>Objectives:</u> case study on Italian manufacturing excellence. <i>Instructor: Dajana Grubisic</i>	
Week 9 Session 1 April 8th	Course-related trip: Triennale Museo del Design Italiano	https://triennale.org/

	Objectives: get familiar with the evolution and key characteristics of Italian design. <i>Instructor: Dajana Grubisic</i>	
Week 9 Session 2 April 10th	Group project in-class workshop <u>Objectives:</u> work with group and instructor to brainstorm and design the final presentation of the group project. <i>Guest lecturer: Nicola Guerini</i>	<u>Come to class having already completed part I of the project</u>
Week 10 Session 1 April 15th	Course-related trip: Francesco Maglia Milano <u>Objectives:</u> case study on Italian manufacturing excellence. <i>Instructor: Dajana Grubisic</i>	https://francescomaglia.com/
Week 10 Session 2 April 17th	Ingredient Branding <u>Objectives:</u> outline the ‘push and pull’ strategy and its application to Made in Italy businesses. <i>Guest lecturer: Erica Corbellini</i>	
Week 11 Session 1 April 22nd	Group project in-class Presentation <u>Objectives:</u> present a real design brief. <i>Instructor: Nicola Guerini</i>	
Week 11 Session 2	Final exam preparation	

April 24 th	Objectives: Familiarize with the content of the final exam. <i>Instructor: Dajana Grubisic</i>	
Week 12 Session 1 April 29 th (starts at 2PM)	Course-related trip: 365 LINEAPELLE SHOWROOM Objectives: get familiar with the Italian leather and tanning industry; understand the role of textiles in fashion trends. <i>Instructor: Dajana Grubisic</i>	https://www.lineapelle-fair.it/en/site/pages/the-365-showroom
Week 13	Final Exam	

COURSE-RELATED TRIPS:

- *Linea Pelle*: a consortium of the most important leather suppliers in Italy. Students will have the opportunity to understand the different kinds of leather and treatments associated with 'Made in Italy' leather production
- *Local design-related exhibits and/or spaces or events related to the Milan fashion or design.*

REQUIRED READINGS (available in the course page):

- Cappellieri, A. (2011). *Il gioiello oggi / Jewelry Now: arte, moda, design / Art, Fashion, Design*. Mondadori Electa
- Gregori, G. L., Palanga, P., Tamperini, V. (2016). *The Brand Made in Italy: A Critical Analysis*. In *Management Studies*, May-June 2016, Vol. 4, No. 3, 93-103 doi: 10.17265/2328-2185/2016.03.001
- Pasquinelli, C. (2023). *The Luxury Industry and "Made in Italy": New Perspectives and Challenges*. In De Carlo, M., Rovai, S. (2023). Ed. *Made in Italy and the Luxury Market: Heritage, Sustainability and Innovation*. New York: Routledge. Pg. 13-27.
- De Luca, P., Pegan, G., Vianelli, D. (2020). *International Marketing Strategy: The Country of Origin Effect on Decision-Making in Practice*. Switzerland: Springer. Chapter. 1, 1.1., 1.4.
- Lees-Maffei, G. (2002). *Italianita`*and internationalism: production, design and mediation at Alessi, 1976–96***. in *Modern Italy*. May 2002.
- Pozzo, B. (2021). *"Bello e Ben Fatto"—The Protection of Fashion "Made in Italy"*, 14 FIU L. Rev. 545. DOI: <https://dx.doi.org/10.25148/lawrev.14.3.9>

INSTRUCTOR'S SHORT BIO:

Dajana Grubisic obtained her degree at Polytechnic University of Milan, where her main field of research covered sustainability within the fashion industry, circular economy, as well as the development of conceptual models, methods and practices for material recovery. She is currently an active collaborator of a luxury goods consultancy, where she works on projects in the sphere of strategic marketing, trend research and forecast.



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